

## Self-report Personality Profile

Dimensions	Left description	Extreme	Distinct	Average/Typical	Distinct	Extreme	Right description	Clusters						
Drivers & Motivations	<b>Content</b> ; values non-work life over career or money; may lack drive to progress; may have 'arrived'	5	4	3	2	1	1	2	3	4	5	<b>Ambitious</b>	<b>Achievement-focused</b> ; prioritises career and/or wealth-building; (extreme) may be a workaholic	Core energies
	<b>Non-political</b> ; little need to win over others; may be uncomfortable in competitive cultures	5	4	3	2	1	1	2	3	4	5	<b>Competitive</b>	<b>Wants to win</b> ; compares self with others; energised by competition; (extreme) may be political	
	<b>Sedate</b> ; less physically active; comfortable doing sedentary tasks; may tire before others	5	4	3	2	1	1	2	3	4	5	<b>Physical</b>	<b>Energetic</b> ; physically active; sporting; may dislike long periods of sedentary work	
Thinking Style	<b>Dislikes rules</b> ; uncomfortable with rigid routines or repetition; may not persist with mundane tasks	5	4	3	2	1	1	2	3	4	5	<b>Diligent</b>	<b>Conscientious</b> with rules and routine work; completes tasks; may not delegate; may over-work	Energy foci
	<b>Does not fuss</b> ; prefers broader issues; may not notice detail; may not attend to quality	5	4	3	2	1	1	2	3	4	5	<b>Perfectionistic</b>	<b>Detail-focused</b> ; values precision and quality; sets high standards; (extreme) may fuss too much	
	<b>Conservative</b> ; values stability; prefers conventional approaches; less inventive; may resist change	5	4	3	2	1	1	2	3	4	5	<b>Creative</b>	<b>Innovative</b> ; enthusiastic about change and new ideas; driven to make improvements; adaptable	
Interests	<b>Less desire for learning</b> or variety; content with current knowledge; may seem closed to new information	5	4	3	2	1	1	2	3	4	5	<b>Learning Oriented</b>	<b>Driven by learning</b> ; high need for mental stimulation and variety; values personal growth	Implementation
	<b>Unstructured</b> ; fluid work style; less organised or systematic; (extreme) may be chaotic	5	4	3	2	1	1	2	3	4	5	<b>Organised</b>	<b>Methodical</b> ; schedules and prioritises; disciplined; structured; tidy; (extreme) may be inflexible	
	<b>Spontaneous</b> ; handles issues as they arise; may not plan or think ahead; likely to 'fire-fight'	5	4	3	2	1	1	2	3	4	5	<b>Future Focused</b>	<b>Strategic</b> ; thinks ahead; makes plans; prepares; (extreme) may do more planning than implementing	
Emotional Style	<b>Contemplative</b> ; dislikes rushed decisions; cautious; may not push ahead until prompted	5	4	3	2	1	1	2	3	4	5	<b>Decisive</b>	<b>Concludes quickly</b> ; moves ahead; accepts risk; (extreme) judgement may be hasty	Analysis
	<b>Accepting</b> ; not a fault-finder; trusting of information; may not notice errors or inconsistencies	5	4	3	2	1	1	2	3	4	5	<b>Questioning</b>	<b>Thinks critically</b> ; analyses and probes; active mind; notices inconsistencies; may seem critical	
	<b>Prefers the qualitative</b> ; less scientific or numerical; uses 'gut feel'; may not back ideas with data	5	4	3	2	1	1	2	3	4	5	<b>Quantitative</b>	<b>Scientifically minded</b> ; values numbers, logic and proof; may be too black and white or linear	
Interests	<b>Uncomplicated</b> ; down to earth; less conceptual; (extreme) may seem dry or disengaged	5	4	3	2	1	1	2	3	4	5	<b>Philosophical</b>	<b>Conceptual</b> ; curious; energised by intellectual exploration; may be a broad or balanced thinker	Orientation
	<b>Non-technical</b> ; less interested in mechanical, electrical or computer equipment	5	4	3	2	1	1	2	3	4	5	<b>Technological</b>	<b>Technical</b> ; enjoys dealing with mechanical, electrical or computer equipment	
	<b>Non-artistic</b> ; more attentive to function than appearance; may not prioritise visual presentation	5	4	3	2	1	1	2	3	4	5	<b>Visual</b>	<b>Artistic</b> ; appreciates aesthetics; enjoys designing; may make work look attractive	

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Interpersonal Style	<b>Unsentimental</b> ; focuses on tasks more than feelings; may lack empathy or consideration	5	4	3	2	1	1	2	3	4	5	<b>Soft-hearted</b>	<b>Sympathetic</b> ; caring; warm; supportive; helpful; considerate; empathic; soft-natured	Social interest
	<b>Reserved</b> ; less outgoing; dislikes attention; may be serious; may feel uneasy around extroverts	5	4	3	2	1	1	2	3	4	5	<b>Jovial</b>	<b>Sociable</b> ; playful; humorous; enjoys the lighter side; values animated or friendly interaction	Influence
	<b>Straightforward</b> in dealing with people; may show less interpersonal insight or polish	5	4	3	2	1	1	2	3	4	5	<b>Psychological</b>	<b>Interested in human nature</b> ; analyses others' behaviour; may be insightful; may show finesse	Status
	<b>Not sales-oriented</b> ; sincere; may limit own influence; may overlook getting others' buy-in	5	4	3	2	1	1	2	3	4	5	<b>Persuasive</b>	<b>Enjoys influencing</b> ; at ease selling products or ideas; (extreme) may seem insincere	Inclusion
	<b>Uneasy</b> around unfamiliar people; greatly dislikes public speaking; may feel less socially assured or adept	5	4	3	2	1	1	2	3	4	5	<b>Confident</b>	<b>Self-assured</b> ; at ease meeting new people and/or giving presentations; (extreme) may appear arrogant	Resilience & tone
	<b>Humble</b> ; avoids selling self; good work or achievements may go unnoticed; modest; may be genuine	5	4	3	2	1	1	2	3	4	5	<b>Self-promotional</b>	<b>Comfortable selling self</b> ; open about own successes; (extreme) may seem immodest or political	SDRB
	<b>Egalitarian</b> ; little need for status or control; easy-going; (extreme) may not drive or discipline staff	5	4	3	2	1	1	2	3	4	5	<b>Forceful</b>	<b>Takes the lead</b> ; enjoys status and control; drives staff; enforces; may dominate, patronise or intimidate	
	<b>Content with consensus</b> ; has few strong opinions; follows others' direction; may seem passive	5	4	3	2	1	1	2	3	4	5	<b>Independent</b>	<b>Independent thinker</b> ; holds less usual opinions; proactive; self-directed; needs autonomy	
	<b>Relies on own judgement</b> ; less inclined to consult or communicate; (extreme) may alienate others	5	4	3	2	1	1	2	3	4	5	<b>Consultative</b>	<b>Involves others</b> in decisions; values input; communicative; (extreme) may over-compromise	
	<b>Pessimistic</b> ; tends to expect the worst; less cheerful; negative; (extreme) may often feel low	5	4	3	2	1	1	2	3	4	5	<b>Positive</b>	<b>Optimistic</b> ; remains upbeat despite setbacks; cheerful; may be persistent; may be unrealistic	
Emotional Style	<b>Thick-skinned</b> ; unconcerned about criticism or disapproval; resilient; may be unresponsive to feedback	5	4	3	2	1	1	2	3	4	5	<b>Sensitive</b>	<b>Reactive</b> to real or imagined criticism or rejection; prioritises harmony; may be easily upset	
	<b>Expressive</b> ; makes feelings and opinions known; direct; less diplomatic; may upset others	5	4	3	2	1	1	2	3	4	5	<b>Restrained</b>	<b>Emotionally controlled</b> ; less forthright with views or feelings; may be measured or diplomatic	
	<b>Highly charged</b> ; anxious; rarely relaxes; may feel persistently tense without clear reason	5	4	3	2	1	1	2	3	4	5	<b>Relaxed</b>	<b>Tranquil</b> ; calm under everyday circumstances; serene; switches off easily	
Drivers & Motivations	<b>Unconcerned</b> ; level-headed in a crisis; (extreme) may appear to lack urgency or due concern	5	4	3	2	1	1	2	3	4	5	<b>Worrying</b>	<b>Responsive to problems</b> ; worries before key events; may often stress or panic unnecessarily	
	Has tended to describe self realistically, perhaps critically	5	4	3	2	1	1	2	3	4	5	<b>Impression</b>	Has tended to describe self positively, perhaps unrealistically	

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Drivers & Motivations  
 Thinking Style  
 Interests  
 Interpersonal Style  
 Emotional Style